

***Fairfax County Redevelopment and Housing Authority (FCRHA)
and
Department of Housing and Community Development (HCD)***

Strategic Plan: Action Plan for FY 2015



Adopted March 6, 2014



<http://www.fairfaxcounty.gov/rha/strategicplan/>

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Who's Who

Fairfax County Redevelopment and Housing Authority Commissioners (As of February 2014)

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Willard O. Jasper (At-Large), Vice-Chairman
John Betts (Springfield District)
Robert Carlson (Sully District)
Christopher Craig (Braddock District)
C. Melissa Jonas (Dranesville District),
Richard Kennedy (Hunter Mill District)
H. Charlen Kyle (At-Large)
Albert J. McAloon (Lee District)
Robert H. Schwaninger (Mason District)
Rod Solomon (Providence District)

Department of Housing and Community Development

Paula C. Sampson, Director
John L. Payne, Deputy Director, Real Estate
Robert C. Easley, Deputy Director, Operations
* * * * *

Carol Erhard, Director, Homeownership/Relocation Services
Curtis Hall, Director, Information Services & Systems
Leonise Leduc, Director, Property Management
Russell Lee, Acting Director, Rental Services
Hossein Malayeri, Director, Design, Development and Construction

Kris Miracle, Director of Administration
Aseem Nigam, Director, Real Estate Finance & Grants Management
James Speight, Director, Property Improvement and Maintenance
Tom Fleetwood, Associate Director for the FCRHA

Table of Contents

Fairfax County Vision	5
FCRHA Mission Statement	6
FCRHA Values	7
FCRHA Goals	8
FCRHA Strategic Planning Principles	9
FY 2015 Draft Housing Blueprint: Goals; Housing Continuum	10
Strategies	11
Affordable Housing Preservation	14
Affordable Housing and Facilities for Seniors and Persons with Disabilities	16
RHA Properties, Programs, and Partnerships	20
Homeownership	25
Family Self-Sufficiency	28
Meeting Future Affordable Housing Needs Through New Production	30
Community Engagement	34
Administration and Management	35

Strategic Plan Key

Strategic Plan Key:

- 100: Affordable Housing Preservation
- 200: Affordable Housing for Seniors/Special Needs
- 300: RHA Properties, Programs, and Partnerships
- 400: Homeownership
- 500: Family Self-Sufficiency
- 600: Meeting Future Affordable Housing Needs through New Production
- 700: Community Engagement
- 800: Administration and Management

Fairfax County Vision: Core Purpose and Elements

To protect and enrich the quality of life for the people, neighborhoods, and diverse communities of Fairfax County by:



Maintaining Safe and Caring Communities: The needs of a diverse and growing community are met through innovative public safety, health care, housing, educational, recreational, and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need, and are willing and able to give back to their community.



Practicing Environmental Stewardship: Local government, businesses, community organizations, and residents seek ways to use all resources wisely and to protect and enhance the County's natural environment and open space. As a result, residents feel good about their quality of life and embrace environmental stewardship as a personal and shared responsibility.



Building Livable Spaces: Distinctive and accessible town centers, neighborhoods, streets, walkways, and open spaces create a sense of place -- reflecting the character, history, and natural environment of the community. As a result, people throughout the community feel they have unique and desirable places to live, work, shop, play, and connect with others.



Maintaining Healthy Economies: Investments in the work force, jobs, institutions, and community infrastructure support a diverse and thriving economy. As a result, individuals are able to meet their needs and have the opportunity to grow and develop their talent and income according to their potential.



Connecting People and Places: Transportation, technology, information, and partnerships effectively and efficiently connect people and ideas. As a result, people feel a part of their community and have the ability to access places and resources in a timely, safe, and convenient manner.



Creating a Culture of Engagement: Individuals enhance community life by participating in and supporting civic groups, discussion groups, public-private partnerships, and other activities that seek to understand and address community needs and opportunities. As a result, residents feel they can make a difference and work in partnership with others to understand and address pressing public issues.



Corporate Stewardship: Fairfax County Government is accessible, responsible and accountable. As a result, actions are responsive, providing superior customer service and reflecting sound management of County resources and assets.

FCRHA Mission Statement

The mission of the Fairfax County Redevelopment and Housing Authority is to initiate and provide opportunities for Fairfax County residents to live in safe, affordable housing and to help develop, preserve, and revitalize communities through fiscally responsible and open processes.

FCRHA Values

Adopted December 10, 2009 (*amended January 20, 2011*)

We, the Commissioners of the Fairfax County Redevelopment and Housing Authority, value:

- Community involvement in decision-making.
- Partnering with the community, individuals, and public and private entities, particularly including the FCRHA's non-profit partners.
- Promoting, developing, encouraging and being responsive to community initiatives.
- Our responsibility as Commissioners is to establish FCRHA policies and to ensure that HCD staff will implement those policies in an open and professional manner.
- Maintaining and enhancing the professionalism of Housing and Community Development staff supporting the FCRHA mission. Providing the best management, maintenance and operational support for all projects and programs
- Integrity as the foundation of our work to ensure that all transactions are rooted in ethical principles.
- Communication that is open, honest and respectful of other points of view.
- Empowering the residents of FCRHA properties with the means to become as self-sufficient as possible, encouraging and facilitating movement toward financial independence beyond the need for FCRHA services, while recognizing the needs and limitations of persons with disabilities, the elderly and others with special needs.
- Fiscal responsibility in our role as stewards of resources that belong to the community.
- Innovation as we envision and carry out our mission.
- Strategic thinking as we anticipate community needs and challenges.

FCRHA Goals Statements: FY 2011-2015

Adopted December 10, 2009

- Goal 1.** To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- Goal 2.** To support revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.
- Goal 3.** To facilitate the self-sufficiency of FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.
- Goal 4.** To generate and increase opportunities for homeownership as one means to self-sufficiency, asset growth, neighborhood stability and allow those who work in Fairfax County to live in the County.
- Goal 5.** To provide opportunities for those who work in Fairfax County to live in Fairfax County.
- Goal 6.** To assure the continued excellent reputation of the FCRHA through fiscally responsible policies, sound business practices, and well-maintained properties that meet the high community standards of Fairfax County.
- Goal 7.** To support the quality work and professionalism of the HCD staff to assure highly effective programs.
- Goal 8.** To incorporate and maintain up-to-date Information Technology solutions in FCRHA/HCD business and communication functions.
- Goal 9.** To give citizens a sense of ownership in policies and programs, through open and two-way communication of ideas and information about housing and community development challenges and opportunities.
- Goal 10.** To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses and the broader community.
- Goal 11.** To commit to strategic and innovative solutions for meeting changing community needs and challenges.

FCRHA Strategic Planning Principles

Adopted December 10, 2009

- Guiding Principle 1:** Preserving, renovating and maintaining FCRHA-owned properties is a high priority and resources should be allocated regularly for this purpose.
- Guiding Principle 2:** The FCRHA should invest its financial resources, and use the housing units it owns and operates, to serve low and moderate-income households earning 80 percent of the Area Median Income (AMI) and below.
- Guiding Principle 3:** To serve the current and future housing needs of Fairfax County's low and moderate income workforce, the FCRHA should foster the private development of sufficient workforce housing and encourage tools to facilitate its development (density, financing, etc.) through policy and advocacy efforts such as the Fairfax County Workforce Housing Policy.

DRAFT FY 2015 HOUSING BLUEPRINT

GOALS

GOAL: To end **homelessness** in ten years*

GOAL: To provide affordable housing options to **special needs** populations

GOAL: To meet the affordable housing needs of **low-income working families**

GOAL: To increase **workforce** housing through creative partnerships and public policy

*Note: The Ten-Year Plan to prevent and End Homelessness runs through FY 2019; FY 2015 is the sixth year of the homelessness plan.

HOUSING CONTINUUM

TIER ONE: Through the Gateway to Affordable Housing

BLUEPRINT GOALS ADDRESSED:
Homelessness; Special Needs

TIER TWO: Addressing Sustainable Housing

BLUEPRINT GOALS ADDRESSED:
Special Needs; Low-Income Working Families

TIER THREE: Toward Self-Sufficiency

BLUEPRINT GOALS ADDRESSED:
Low-Income Working Families; Workforce

STRATEGIES:

- Affordable Housing Preservation
- Affordable Housing for Seniors, Persons with Disabilities, and Persons with Other Special Needs

GOALS:

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies

TRENDS

- From April 2004 through June 2013, a total of 2,638 affordable housing units were preserved in Fairfax County; this is more than 2.5 times the Board's original goal of preserving 1,000 units. (HCD)
- Between 2002 and 2010, approximately 8,051 rental housing units affordable at 70 percent of the Area Median Income (AMI) and below have been lost to rising rents, redevelopment, and condominium conversions. *Without the Board's Preservation Initiative, the loss would have been closer to 10,500 units.* (Fairfax County Affordable Housing Advisory Committee, *FY 2010 Report*)
- The total affordable housing gap for low- and moderate-income renters is approximately 28,405 units. (*Fairfax County Five-Year Consolidated Plan for FY 2011-2015*, May 2010)
- During July, August, and September of 2013, the Fairfax County Economic Development Authority worked with 29 businesses, providing services and resources helping result in the addition of 612 jobs in Fairfax County. Most of these businesses were in the information technology and professional services sectors. (Fairfax County Economic Development Authority press release, 11/25/13)
- In August 2013 a grand opening of Amazon Web Services' (AWS') office in the Town of Herndon was held. Earlier in May 2013 it was announced that AWS, designers and providers of information technology infrastructure services, would undertake this expansion and add 500 new jobs to the county. (Fairfax County Economic Development Authority press release, 9/9/13)
- Ten Fairfax County-based companies were among the 500 largest Hispanic-owned businesses in the nation, according to *HispanicBusiness.com*. The county's total of ten is larger than that of 39 states. Four Fairfax County-based companies are on Black Enterprise magazine's 2013 list of the 100 largest African American-owned companies in the nation, and two Fairfax County-based companies were on the Women Presidents' Organization list of the 50 fastest-growing woman-owned/led companies in North America. (Fairfax County Economic Development Authority press release, 9/10/13)
- Of the 114.5 million square feet of office space available in Fairfax County at mid-year 2013, 83.2% was occupied, and of the industrial/flex space available of 39.0 million square feet, 86.3% was occupied. (Fairfax County Economic Development Authority, Business Vital Statistics, 2013)
- From 2011 to 2012, the median family income in Fairfax County rose from \$105,800 to \$107,100. This followed an increase from 2010 (\$103,000) to 2011 (\$105,800). (U.S. Census Bureau, 2012, 2011, and 2010 American Community Survey 1-Year Estimates)

STRATEGIES:

- Affordable Housing Preservation
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TRENDS

- “The Washington DC metropolitan area is expected to add 857,334 net new jobs between 2012 and 2032...The region’s new housing must be priced so that it is affordable to these new workers. Based on the housing need forecasts, 44.1 percent of rental units will need to have rents of less than \$1,250 a month, while only 2.4 percent of the rental demand will be for units priced at \$2,250 a month or more.” (Housing the Region’s Future Workforce 2012-2032; George Mason University Center for Regional Analysis; December, 2013)
- In December 2012, the FCRHA was notified that it had been selected to become a Moving to Work (MTW) agency. HCD began negotiations with the U.S. Department of Housing and Urban Development (HUD) to finalize the MTW agreement. Negotiations continued into FY 2014 and have included a visit with HUD staff. MTW is a key component of the FCRHA’s **T**otal **H**ousing **R**einvention for **I**ndividual Success, **V**ital Services, and **E**conomic Empowerment (THRIVE) initiative. (HCD)
- “I am pleased that the Fairfax County Redevelopment and Housing Authority (FCRHA) has been selected for this elite program,” said Fairfax County Board of Supervisors Chairman Sharon Bulova. “The FCRHA has been very successful in linking homeless and low-income residents to services and programs offered by other county agencies or non-profit organizations aimed at helping them become more self-sufficient. “HUD’s selection of the FCRHA better positions Fairfax County to help our most vulnerable residents by connecting individuals and families to the services they need to overcome barriers to success,” Bulova said. (Fairfax News, December 18, 2012)
- The July 2013 unemployment rate in Fairfax County was 4.3 percent. (Fairfax County Department of Management and Budget)
- No new federal Public Housing units have been added since 1997 nor are any anticipated in the future. (HCD)
- Community non-profit providers funded by the Fairfax County Consolidated Community Funding Pool reported that 610 individuals were provided with housing, transportation, and other assistance whose histories and/or conditions required sustained supports. (Fairfax County Consolidated Community Funding pool Program Service highlights Fiscal Year 2012, Fairfax County Department of Administration for Human Services Contracts and Procurement Management Division, November 2012)

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TRENDS

- Fairfax County, along with the cities of Fairfax and Falls Church, is expected to need 83,069 new housing units by 2032, based on projected job growth. (Housing the Region's Future Workforce 2012-2032; George Mason University Center for Regional Analysis; December, 2013)
- On January 26, 2010, the Board of Supervisors formally endorsed the "Housing Blueprint", a comprehensive new affordable housing policy developed collaboratively by county agencies, advocates and non-profit organizations. The Housing Blueprint represents a shift in emphasis for the county's affordable housing policies. The Blueprint reflects the philosophy of the Board that affordable housing is a continuum ranging from the needs of the homeless to first-time buyers. (HCD)
- Nearly 1,600 Community Services Board (CSB) clients (people with intellectual disabilities, mental illness or substance use disorders) needed affordable housing as of June 2011. Of those, approximately 1,115 (70 percent) can afford to pay no more than \$205 per month toward rent, and 210 (13 percent) have experienced homelessness. In addition, Fairfax County Public Schools identified 351 school- aged youth were identified as "homeless unaccompanied youth" as of June 2011. (*Forging a Path Home: Fairfax-Falls Church Community Services Board 2011 Housing Needs Report (Draft)*, September 2011)
- In January 2013, a total of 1,350 people were counted who were literally homeless, of whom 55 percent were in families and 45 percent were single individuals. Thirty-three percent of all persons who were homeless, or 452 persons, were children under the age of 18. This represents no percentage change from 2012. (Fairfax County Office to Prevent and End Homelessness, Highlights from the 2013 Point-in-Time Count of People Experiencing Homelessness)
- In 2012, there were approximately 117,877 residents of Fairfax County who are 65 years of age or over, approximately 3.8 percent of whom, or about 4,493, are living in poverty. This is a decrease from 5.5 percent in 2011 and 4.8 percent in 2010. (U.S. Census Bureau, 2012, 2011, and 2010 American Community Survey 1-Year Estimates)


STRATEGY:

Affordable Housing Preservation: *Includes project financing and/or direct purchase; predevelopment, condominium conversion unit purchases, ADU acquisitions, acquisition/retrofit for elderly/disabled, funding of projects through the Affordable Housing Partnership Program and Preservation Loan Fund, Safe Housing (small-scale housing for victims of domestic violence), magnet housing, land acquisition. Also includes affordable housing policy initiatives.*

Estimated FY 2015 Investment: \$14,964,000 (Non-County funds: \$1,571,000)


SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
100	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE		Preservation of affordable units: Preservation of affordable housing both in rental complexes and in scattered sites consistent with the metrics of the FY 2015 Housing Blueprint. Assist private partners in financing acquisition of approximately 160 units to serve a range of incomes, from extremely low-income (30 percent of Area Median Income (AMI) and below) through workforce. (Countywide)	Continued preservation of additional units as opportunities arise consistent with the FY 2015 Housing Blueprint. Anticipate preserving approximately 170 units/beds through a variety of funding sources. See also Lines 101, 102, 103, and 304.
101	SPECIAL NEEDS WORKING FAMILIES WORKFORCE		Affordable Housing Partnership Program and Private Partner Affordable Housing Acquisition: Facilitate new housing production and preservation by non-profits and others. AHPP is the gateway to FCRHA Funds for developers of affordable housing. Identify and pursue opportunities to maximize leveraging of county funds for affordable housing, with a focus on achieving FY 2015 Housing Blueprint Metrics. Consistent with the FY 2015 Housing Blueprint metrics, provide financing to private partner(s) to acquire up to approximately 160 units using a variety of financing including Low-income Housing Tax Credits, local funding and private financing. See also Lines 100, 102, 103, and line 300.	To the extent funding is available, the AHPP will continue to provide pre-development and development funding for the preservation and development of affordable housing in FY 2015 through the Housing Blueprint. HCD will continue to leverage county funds, including potentially the issuance of bonds or other financing techniques. Expected to play role in financing private partner acquisitions of up to approximately 160 units, per FY 2015 Housing Blueprint. Per the FY 2015 Housing Blueprint, the expected affordability levels are: <ul style="list-style-type: none"> 75 percent (120 units) will serve very low-income households (50 percent of AMI and below) on the county's housing waiting lists; and 25 percent (40 units) will provide workforce housing for low and moderate income households (60 percent of AMI). See also Line 100.
102	WORKFORCE		Workforce Housing: Implementation and management of the county's workforce housing policy.	Depending on market conditions, approximately 100 workforce units committed by developers are anticipated to be delivered in FY 2015. HCD will manage developer compliance and sales and monitor rents. It is anticipated that workforce units could provide an affordable housing option for households exiting the FCRHA's Moving to Work Housing Continuum. See also Line 300.
103	HOMELESSNESS		Ten-year Plan to Prevent and End Homelessness: Consistent with the Ten-Year Plan and the FY 2015 Housing Blueprint, continue to identify opportunities to link affordable housing preservation activities with countywide homelessness plan.	In FY 2015 it is anticipated that the FCRHA will use existing resources to achieve the following FY 2015 Blueprint Metrics: <ul style="list-style-type: none"> Tenant Based Rental Assistance turnover (federal): 3 Public Housing turnover - Homeless Preference (federal): 42 Additional non-profit acquisitions (federal): 2 Bridging Affordability program: 40 new households Continuum of Care – transitional housing conversion: 20 units It is anticipated that the Bridging Affordability program will have a larger focus on homelessness and people with disabilities in FY 2015 and will become a gateway into the FCRHA's Moving to Work Housing Continuum. See also Lines 100, 104, 203, 300 and 301.

STRATEGY: Affordable Housing Preservation

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
104	HOMELESSNESS SPECIAL NEEDS		Bridging Affordability Program: HCD will continue to administer the Bridging Affordability program. Bridging Affordability funds are provided to non-profits via a competitive process to provide rental subsidies and acquire units to serve homeless individuals and families, and households on the county's waiting lists for affordable housing.	Ongoing. It is anticipated that the Bridging Affordability program will continue to serve homeless individuals and families and the county's special needs populations. A total of approximately 62 new households are expected to be served using FY 2015 Bridging Affordability funding. It is also anticipated that Bridging Affordability will be integrated into the Moving to Work Housing Continuum, and begin serving as a gateway into the continuum. See Lines 100, 103, 301 and 302.
105	WORKING FAMILIES WORKFORCE		Crescent Apartments: Private redevelopment of the 180-unit apartment complex acquired by Fairfax County in FY 2006, and coordination with Lake Anne revitalization area. (Hunter Mill District)	A developer was selected for the redevelopment of Crescent that will create up to 935 new units on the 16.5 acre property. Development will occur in concert with the Lake Anne revitalization area plan. It is expected that the new development will both preserve the existing number of affordable units and expand the availability of affordable and workforce housing on the site.
106	HOMELESSNESS WORKING FAMILIES		Consolidated Community Funding Pool: Use of CCFP funds for affordable housing preservation.	In FY 2015, it is anticipated that a portion of CCFP funds will be used to preserve approximately 5 units/beds of affordable housing consistent with the metrics of the draft FY 2015 Housing Blueprint.
107	SPECIAL NEEDS WORKING FAMILIES WORKFORCE		FCRHA Tax Credit Properties – Long-Term Affordability: Identify strategies to ensure long-term affordability of FCRHA tax credit properties.	In FY 2015, the FCRHA will continue to evaluate the following projects: Murraygate Village (200 units, Lee District) and Stonegate Village (240 units, Hunter Mill District). The FCRHA has purchased the limited partners' interest in these properties. At Murraygate, HCD will prepare for the renovation of the project and anticipates applying for new tax credits in March 2015. The FCRHA will also continue to evaluate Morris Glen (60 units, senior independent, Lee District), Tavenner Lane (24 units, FCRP and Public Housing, Lee District), West Glade (24 units, Public Housing, Hunter Mill District), and Herndon Harbor House I (60 units, senior independent, Dranesville District). These are properties where the FCRHA has not purchased the limited partners' interest.



STRATEGY: **Affordable Housing and Facilities for Seniors, Persons with Disabilities and Persons with Other Special Needs:** *Develop/acquire housing and facilities designed specifically for the physically and/or mentally disabled and seniors. Develop new senior housing at mid, west, and east County locations, using the Herndon Harbor House model. Focus on County surplus properties.*

Estimated FY 2015 Investment: \$6,531,000 (Non-County funds: \$3,405,000)

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
201	SPECIAL NEEDS		Lewinsville Senior Complex: Redevelopment of existing senior facility. (Dranesville District)	Developer selection has been completed for the redevelopment of the existing facility that will result in a new public facility, the "Senior and Daycare Center", and a separate residential building for seniors, the "Senior Independent Living Residences". After conclusion of negotiations, the developer is expected to apply for Low-Income Housing Tax Credits in FY 2015. (Dranesville District)
202			Home Repair for the Elderly Program: Provides minor improvements to elderly households limited to \$500 in materials with no requirement for a permit.	Complete approximately 100 cases.
203	HOMELESSNESS SPECIAL NEEDS		Tenant Based Rental Assistance Program: Use federal HOME-funded vouchers to serve homeless populations and persons with special needs.	<ul style="list-style-type: none"> <i>Non-Elderly Disabled:</i> Consistent with the FY 2015 Housing Blueprint, it is anticipated that approximately 3 non-elderly disabled households will be served with TBRA voucher turnover. <i>Moving to Work:</i> It is anticipated that TBRA vouchers will also be incorporated as a resource in the FCRHA's Moving to Work Housing Continuum, as appropriate and available, to provide rental subsidies to households in need.
204	HOMELESSNESS SPECIAL NEEDS		Kate's Place: Development of six units of permanent supportive housing at Katherine K. Hanley Family Shelter campus. (Springfield District)	It is anticipated that construction of these units will be completed by the end of 2014 and the units will be occupied before the end of FY 2015.
205			Emergency Solutions Grants: Partial support of prevention and rapid re-housing activities for homeless individuals and families.	Emergency Solutions Grants (ESG) will continue to support homelessness prevention and rapid re-housing activities in FY 2015, as well as the operation of emergency shelters and the Homelessness Management Information System (HMIS), and the general management, oversight and coordination of ESG-funded programs. ESG is administered by the Fairfax County Office to Prevent and End Homelessness.
206	SPECIAL NEEDS		Section 504/Accessibility modifications for FCRHA properties: Continued emphasis by Fairfax County on serving its physically disabled population, with a goal of improving accessibility in properties constructed before the current accessibility standards. Continuing implementation of Section 504 Plan for accessibility in Public Housing.	Staff will continue to make accessibility modifications consistent with implementation of Section 504 Plan for Public Housing in FY 2015. Approximately 7 units are expected to be retrofitted in FY 2015.


STRATEGY:

Affordable Housing and Facilities for Seniors, Persons with Disabilities and Persons with Other Special Needs

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
207	SPECIAL NEEDS		Lincolnia Senior Facility: Substantial renovation of FCRHA-owned senior facility (includes 52 beds of assisted living and 26 units of independent living). (Mason District)	Financing is in place; bond allocation of \$11.6 million managed by trustee and is not accounted for in HCD/FCRHA consolidated budget. It is anticipated that construction will be under way in FY 2015 and completed by November 2015.
208	SPECIAL NEEDS		Accessibility/Universal Design: Incorporation of universal design in new construction and rehabilitation projects. Increase the number of affordable accessible units.	HCD will continue work to incorporate universal design in all new projects and in rehabilitation projects to the greatest extent possible.
211	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		Serving Households with Disabilities: Up to 55 percent of annual admissions to the Housing Choice Voucher and Public Housing programs come from a special preference admissions pool that are referred through the CSB or non-profit organizations.	Ongoing. Staff will continue to work with CSB and other partners to coordinate delivery of services to persons with disabilities. Critical link to homelessness goal in Housing Blueprint. In addition to the preferences in the FCRHA's federal programs, it is anticipated that approximately 22 households with disabilities will be served with Bridging Affordability; 8 individuals will be served under a new CSB pilot program (funded by the state). The FCRHA will also work to convert additional Public Housing and FCRP units to accessibility. In addition, as Moving to Work is implemented, the preferences will be realigned to establish the Bridging Affordability program as a gateway into the FCRHA Moving to Work Housing Continuum. See also Lines 103, 301 and 302.
212	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		Supportive Service Coordination: Support countywide effort to coordinate services.	In FY 2015, HCD will continue to be a key participant in the effort to develop a "Supportive Service Blueprint", similar to the Housing Blueprint. It is anticipated that this effort will be led by the Community Services Board and the Department of Family Services. HCD's PROGRESS Center will also continue the ongoing, day-to-day effort to coordinate services for CSB and DSB clients living in FCRHA housing. Critical link to the FCRHA THRIVE Initiative and Moving to Work plan. See Lines 214 and 300. Continuation of supportive shared housing with CSB.
213	HOMELESSNESS		Ten-Year Plan to Prevent and End Homelessness: Identify opportunities to provide specialized rental housing consistent with homelessness plan.	See Line 103.


STRATEGY:

Affordable Housing and Facilities for Seniors, Persons with Disabilities and Persons with Other Special Needs

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
214			HCD PROGRESS Center: The PROGRESS Center will focus on intervention to address crises, collaboration with sister human service agencies to coordinate services and provide residents facing eviction with "second chance" opportunities to resolve their issues. The PROGRESS Center will also have a significant role in promoting economic growth and self-sufficiency among FCRHA program participants. It is anticipated that the PROGRESS Center will expand its focus to: 1) increase the coordination of mental health services to residents in need; and 2) increase community and family-building activities.	In FY 2015, the HCD PROGRESS Center will continue to address the needs of FCRHA program participants in crisis, and coordinate services with other county agencies such as the Department of Family Services/Adult Protective Services and the Community Services Board. In addition, the PROGRESS Center will assist persons with physical/sensory disabilities who face particular difficulties in finding or keeping affordable housing. The PROGRESS Center will provide periodic reports on its work to the FCRHA and the Board of Supervisors Housing Committee. In FY 2015, it is anticipated that the PROGRESS Center will achieve the following performance metrics: <ul style="list-style-type: none"> • Section 3: Approximately 20 qualified individuals will be hired by HUD-funded contractors; • Family Self-Sufficiency Program: Approximately 15 participating households will graduate; • Crisis Intervention/Service Coordination: 100 cases addressed. The PROGRESS Center will also play a critical role in the ongoing implementation of the FCRHA THRIVE Initiative and Moving to Work plan, including in the redesign of the FCRHA Housing Application Center. See also Lines 300 and 500.
216	HOMELESSNESS		Family Unification Efforts: Utilize special Family Utilization Program (FUP) vouchers for families that, due to inadequate housing, would 1) have the family's children placed in out-of-home care; or 2) have the discharge of children from out-of-home care delayed.	Pending final award from HUD for FY 2015, it is anticipated that leasing will begin in FY 2015. See also Line 301.
217	SPECIAL NEEDS		"Money Follows the Person" Vouchers: Apply for vouchers for non-elderly disabled persons, including persons at-risk of institutionalization due to their housing situation or those in institutions wishing to live in their community.	In the event HUD conducts a new competition for this type of voucher in FY 2015, the FCRHA will plan to apply in partnership with DFS, CSB and the ENDeependence Center of Northern Virginia.

STRATEGY:

Affordable Housing and Facilities for Seniors, Persons with Disabilities and Persons with Other Special Needs

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
220	HOMELESSNESS SPECIAL NEEDS		Admissions Policies and Housing Options: Explore increased flexibility in FCRHA admissions policies concerning serving persons with special needs.	In FY 2015, staff will continue to explore options for greater flexibility in admissions policies, as identified in the Housing Blueprint. Staff will continue to work with partners on housing options with wrap-around services for special needs populations.
221			Birmingham Green: Explore opportunities to support additional affordable housing development and services at the Birmingham Green campus in Prince William County, which is co-owned by Fairfax County.	HCD will support the efforts of Birmingham Green to actively explore options to support additional development at the site, which may include additional affordable housing for persons with disabilities and the elderly, and potentially a Program of All-inclusive Care for the Elderly (PACE).
222	SPECIAL NEEDS		Senior Properties under FCRHA management: Ongoing management of senior properties not under third-party management, including Lincolnia, Little River Glen, Lewinsville, and Olley Glen.	Ongoing.

STRATEGY:

RHA Properties, Programs and Partnerships

GOAL:

To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses and the broader community. To provide high-quality, safe, decent housing for tenants of FCRHA properties.

County-wide Vision Elements that Apply



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of
Engagement






Corporate Stewardship

TRENDS


- The FCRHA awarded Northern Virginia Family Service (NVFS) approximately \$7.5 million in Bridging Affordability funds, allowing NVFS and its non-profit partners to provide rental subsidies and supportive services to approximately 250 new very-low income households. The Bridging Affordability Program addresses the homelessness and waiting list goals of the Housing Blueprint. This is the second round of Bridging Affordability funding awarded to NVFS. Under the new contract, \$6.6 million is planned for rental subsidies and \$500,000 for supportive services. (HCD)
- Approximately 30 percent of the households served in the county's housing programs include a person with a disability. (HCD)
- The FCRHA owns and/or operates 2,989 units of multifamily housing and 826 units/beds of specialized housing, including active senior units, mobile home pads, residential studios, and assisted living, group home and homeless shelter beds.
- In December 2013, the FCRHA received its signed Moving to Work agency agreement from the U.S. Department of Housing and Urban Development. The agreement makes official the FCRHA's prestigious status as an MTW agency, and enables the FCRHA to: create a housing continuum that seamlessly joins together the county's housing programs – including Public Housing and Housing Choice Vouchers - and establishes goals to help residents move toward self-sufficiency; expand its already strong community partnerships with non-profit organizations to provide self-sufficiency services ranging from "ready-to-rent" training, to job readiness, through homebuyer education and beyond; and reduce the burden both on staff and residents related to such things as re-certifications and inspections, which will allow staff to focus more on people – not paperwork. (HCD)
- Community non-profit providers funded by the Fairfax County Consolidated Community Funding Pool reported that 7,790 families and individuals maintained their housing and 6,136 utility cutoffs were prevented in Fiscal Year 2012. (Fairfax County Consolidated Community Funding pool Program Service highlights Fiscal Year 2012, Fairfax County Department of Administration for Human Services Contracts and Procurement Management Division, November 2012)
- A total of 18,174 persons were served by the Fairfax County Redevelopment and Housing Authority in three principal affordable housing programs: the federal Public Housing and Housing Choice Voucher programs and the Fairfax County Rental Program in FY 2013. The average household income served in these programs in FY 2013 was \$24,426, or approximately 25 percent of the area median income for a family of three. (HCD)

STRATEGY: RHA Properties, Programs and Partnerships


Estimated FY 2015 Investment: \$77,718,000 (Non-County funds: \$76,444,000)

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
300	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE		<p>Moving to Work/Continuing Implementation of THRIVE: The FCRHA has received designation as a Moving to Work agency, which will facilitate the full implementation of the Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment (THRIVE) initiative. The MTW designation will allow the FCRHA to:</p> <ul style="list-style-type: none"> Create a housing continuum that seamlessly joins together the county's housing programs – including Public Housing and Housing Choice Vouchers - and establishes goals to help residents move toward self-sufficiency. Expand its already strong community partnerships with non-profit organizations to provide self-sufficiency services ranging from “ready-to-rent” training, to job readiness, through homebuyer education and beyond. Reduce the burden both on staff and residents related to such things as re-certifications and inspections, which will allow staff to focus more on people – not paperwork. This new focus will allow us to link residents to the services – such as job training and education – that they need to move toward self-sufficiency. 	<p>In FY 2015, the FCRHA will work to implement a variety of aspects of the THRIVE initiative, as called for in its Moving to Work plan. Among the steps to be taken are implementing the Housing Continuum, which calls for establishing Bridging Affordability as a gateway into the FCRHA's programs and the creation of a seamless connection between Bridging Affordability, the Housing Choice Voucher program, Public Housing and the Fairfax County Rental Program (FCRP). In addition, the FCRHA will work toward realizing the reinvention of its customer service model as the “Housing Solutions Center”, designed to provide a more effective experience for residents need assistance in finding affordable housing. See also Lines 100, 102, 104, 214, 301, 302 and 303.</p>
301	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		<p>Housing Choice Voucher Program: Participants receive financial assistance to rent privately-owned housing units. HCD administers this federally-funded rental subsidy program for Fairfax County, and for the Cities of Falls Church and Fairfax, and the Towns of Herndon, Vienna and Clifton. Federal funds pay the difference between the fair market rent and the amount the tenant can pay. A total of 3,527 vouchers are authorized by HUD. See also Lines 216, 302 and 316.</p>	<p>The following are the FY 2015 performance metrics for the Housing Choice Voucher program:</p> <ul style="list-style-type: none"> <u>Voucher utilization rate:</u> 98% <u>Average income served as percentage of AMI:</u> 30% and below <u>HUD SEMAP Score:</u> 90% or better <p>In addition, the Housing Choice Voucher program will be linked to the FCRHA's other housing programs as part of the Moving to Work Housing Continuum. New leasing subject to funding availability.</p>
302	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		<p>Public Housing Program: The FCRHA operates 1,060 federal Public Housing units, which are managed and maintained by HCD. The units were built or acquired using federal public housing funds, and are located throughout the county. FCRHA policy is to serve mainly households earning 30% AMI and below. HUD Capital Fund Program supports Public Housing modernization. See also Line 301.</p>	<p>The following are the FY 2015 performance metrics for the Public Housing program:</p> <ul style="list-style-type: none"> <u>Occupancy rate:</u> 95% <u>Average income served as percentage of AMI:</u> 30% and below <p>Possible conversion of some Public Housing properties to Section 8 subsidies, particularly scattered sites, under the HUD Rental Assistance Demonstration (RAD) program. In addition, the Public Housing program will be linked to the FCRHA's other housing programs as part of the Moving to Work Housing Continuum. See also Line 323.</p>





STRATEGY: RHA Properties, Programs and Partnerships

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
303	WORKING FAMILIES		Fairfax County Rental Program - Multifamily: The FCRP includes rental property owned by the FCRHA and developed with funds other than Public Housing or Housing Choice Voucher funds. FCRP generally serves working households with incomes which are slightly higher than those households living in Public Housing and or participating in the Housing Choice Voucher program. Housing managed under the FCRP includes 1,929 units of multifamily housing, as well as 134 units of specialized housing and 504 units of senior independent housing. The FCRP serves a range of households with incomes from the low teens up to 80% of AMI, depending on the program component and the property.	<p>The following are the FY 2015 performance metrics for the FCRP-Multifamily properties:</p> <ul style="list-style-type: none"> • <u>Occupancy rate:</u> 95% • <u>Average income served as percentage of AMI:</u> 40% and below <p>Per the FY 2015 Housing Blueprint, it is anticipated that approximately 200 very low income households (earning 50% AMI and below) on the FCRHA's waiting lists will lease-up in FCRP multifamily properties. In addition, the FCRP will be linked to the FCRHA's other housing programs as part of the Moving to Work Housing Continuum.</p>
304	WORKING FAMILIES		Non-profit Acquisitions Using Federal Resources: Purchase of properties by FCRHA non-profit partners, with emphasis on homelessness, extremely low-incomes households and persons with disabilities.	In FY 2015, it is anticipated that the FCRHA's non-profit partners will use federal funds, including funding available under the Consolidated Community Funding Pool (CCFP) to acquire approximately 5 units/beds to serve individuals and families on the county's affordable housing waiting lists. See also Lines 100 and 103.
305			Appropriate Housing Initiative: Pro-actively ensure that public housing residents are living in the most appropriate sized unit, with the goal of maximizing unit utilization and moving larger families off the waiting list. Consider acquisition of additional units varying in bedroom size, with possible emphasis on one-bedroom units, accessible units, and units in elevator buildings.	In FY 2015, staff will evaluate the appropriateness of units for existing residents on an ongoing basis and assist residents in moving to more appropriate sized units where possible. A special emphasis will be placed on residents with medical needs.
306			Rehabilitation of FCRHA Properties. Rehabilitate FCRHA FCRP residential properties and group homes to maintain their safety and quality.	Rehabilitation to be performed (on properties to be identified) to ensure the high quality of FCRHA-owned properties. In FY 2015, rehabilitation will be completed on properties for which physical needs assessments were conducted in FY 2014.

STRATEGY: RHA Properties, Programs and Partnerships

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
307			One University/Robinson Square: Potential redevelopment of FCRHA-owned property to produce additional affordable rental units and office space.	In FY 2015, staff will continue to explore redevelopment opportunities.
308			Capital Fund Program/Public Housing Rehabilitation and Modernization: Rehab/modernize/maintain FCRHA public housing properties to maintain safety and quality of life and enhance asset sustainability and energy efficiency.	Rehabilitation to be performed using the federal Capital Fund Program grant (on properties to be identified) to ensure the high quality of Public Housing properties.
309			Public Housing and FCRP/On-site Management Facilities: As a part of the ongoing implementation of HUD-mandated project-based budgeting, the FCRHA is implementing project-based management. This includes evolution to on-site management facilities at the FCRHA's Public Housing properties and the deployment of property managers. It is anticipated that this will be expanded to Fairfax County Rental Program (FCRP) properties in future years.	In FY 2015, it is anticipated that on-site management offices will be staffed Mondays through Fridays from approximately 8:00 a.m. to 12:00 noon at the Kingsley Commons (Providence District), West Glade (Hunter Mill District), Greenwood (Mason District), West Ford (Mount Vernon District), and Old Mill (Mount Vernon District) Public Housing properties.
310			Tax Credit Properties: Identify strategies to ensure long-term affordability of FCRHA tax credit partnership properties.	See Line 107.
311	WORKFORCE		Rental Housing Compliance: Monitoring of owner compliance with regulations governing rental units provided through the ADU program, as well as tax credits and other special affordable housing financing.	Ongoing. It is anticipated that approximately 50 ADUs (tenure type to be determined) will be delivered by developers in FY 2015.
312			Grants Compliance; CDBG and HOME Strategies: Continuing evaluation of use of federal CDBG and HOME funds to maximize effectiveness of investments in programs and activities. Monitoring of activities and outcomes of FCRHA grantees, including funds granted via the Consolidated Community Funding Pool process.	Ongoing.

STRATEGY: RHA Properties, Programs and Partnerships

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
313			Former RPJ Properties: Management and rehabilitation, as needed, of Mount Vernon Gardens Apartments (Lee District) and Dequincy Place group home (Braddock District); these properties were formerly owned by RPJ housing and were acquired by the FCRHA at foreclosure.	During FY 2015, it is anticipated that HCD will continue to operate both properties. Mount Vernon Gardens is being managed by a third-party firm. Staff will evaluate options for the disposition of the properties to private partners.
314	SPECIAL NEEDS		Lincolnia Senior Facility	See line 207.
315	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		Consolidated Community Funding Pool: Management of CCFP and staffing the Consolidated Community Funding Advisory Committee.	Ongoing.
316	HOMELESSNESS		Veterans Affairs Supportive Housing (VASH) Program: The FCRHA has been awarded VASH housing vouchers for homeless veterans by the U.S. Department of Veterans Affairs. The FCRHA will conduct income certifications; case management is provided by Veterans Affairs.	It is anticipated that 2 vouchers will become available to new recipients through attrition and turnover. Per the FY 2015 Housing Blueprint, the FCRHA will also explore opportunities to apply for additional VASH vouchers in FY 2015.
318			Asset Management Division: Focus on financial performance, overall condition, capital improvements and accountability, using a private-sector model.	Ongoing.
320			Customer Service/ Housing Application Center and Process: HCD will revamp the application service model for FCRHA housing programs.	In FY 2015, the reinvention of the Housing Application Center will be an essential element to the implementation of the Moving to Work and the THRIVE initiative. See also Lines 214 and 300.
322			Fair Housing: Use existing staff to provide a proactive approach to and greater focus on fair housing activities. Provide staff training on fair housing, with particular emphasis on Section 504 responsibilities as a recipient of federal funding. Coordination with Tenant-Landlord Commission, Office of Human Rights and Equity Programs, and Consumer Affairs Office.	Ongoing.
323	HOMELESSNESS WORKING FAMILIES		Rental Assistance Demonstration (RAD) Program: If the FCRHA's RAD application to HUD is successful, the RAD program would allow the FCRHA to convert several of its Public Housing units to federal Section 8 subsidies, providing significant benefits for both the residents and the housing authority. See also Lines 301 and 302.	Under RAD, and subject to availability, tenants could become eligible for a tenant-based voucher after living in a converted unit for a certain period of time, beyond FY 2015. Units converted under RAD will be linked to the FCRHA's other housing programs as part of the Moving to Work Continuum. See also Lines 301 and 302.

STRATEGY:

Homeownership

GOAL:

To generate and increase opportunities for homeownership as a means to self-sufficiency, asset growth, neighborhood stability and allow those who work in Fairfax County to live in Fairfax County.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Creating a Culture of Engagement


TRENDS

- In November 2013, the average sales price of all homes sold during the month was \$502,883, a 1.9 percent increase over the November 2012 average sales price of \$493,381. The average sales price for detached homes sold in November 2013 was \$662,485, a 4.0 percent increase over the November 2012 average sales price of \$636,957. The average sales price for attached homes in November 2013 was \$359,374, a 2.1 percent increase over the November 2012 average sales price of \$351,929. (*Fairfax County Economic Indicators*, December 2013)
- According to the Center for Housing Research at Virginia Tech, the total affordable housing gap in Fairfax County for low- and moderate-income renters (earning 80 percent of the area median income (AMI) and below) is approximately 28,405 units. For low- and moderate income owners, the gap is approximately 49,120 units. (*Fairfax County Five-Year Consolidated Plan, 2011 – 2015*)
- Through July 2012, the median sales price of existing (previously owned) single family homes was \$564,500, a 1.7 percent increase over the 2011 median sales price of \$555,000. The median sales price for existing townhouses sold through July was \$358,000, a 2.3 percent increase over the 2011 median sales price of \$350,000. The median sales price of all condominiums, existing and new, that sold in the first seven months of 2012 was \$230,000, a 2.2 percent increase over the 2011 median sales price of \$225,000. (*Fairfax County Economic Indicators*, August 2012)
- July 2012 marked the ninth consecutive month in which the number of net foreclosures in Fairfax County decreased. This is a new record low since detailed tracking began in April 2008. Based on data from the Department of Tax Administration, the number of county-wide net remaining foreclosures in July was 459, down from 490 in June. The net decrease of 31 properties in July reflects 31 new foreclosures offset with 62 properties that were sold by the lender. Compared to a year ago, net remaining foreclosures were down 248 properties, or 35.1 percent. (*Fairfax County Economic Indicators*, August 2012)
- November 2013 housing market statistics released by Real Estate Business Intelligence (RBI) showed that the median sales price of a home in Fairfax County increased by 3.5 percent compared to the previous year and days on the market decreased. Homes spent an average of six fewer days on the market compared to November 2012, dropping 12.8 percent from 47 days to 41 days. The median sales price in Fairfax County was \$439,900 in November 2013 compared to \$425,000 in November 2012. (Metropolitan Regional Information Systems, December 4, 2013)
- The First-Time Homebuyers Program facilitated purchases by 42 homebuyers in FY 2013. (HCD)
- The homeownership rate in Fairfax County is 66.7%. (US Census Bureau, 2012 American Community Survey 1-Year Estimates)

STRATEGY:

Homeownership: *Provide services and financing to Fairfax County residents seeking homeownership. Provide technical assistance to developers and tenants to mitigate the effects of displacement. Specific programs and their funding appear below.*

Estimated FY 2015 Investment: \$4,419,000 (Non-County funds: \$3,145,000)

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
400	WORKFORCE		First-Time Homebuyers Program: Provides access to financing and homeownership training for Fairfax County first-time homebuyers. Administers for-sale ADUs. The FCRHA partners with the Virginia Housing Development Authority to provide low interest first-trust mortgages to qualifying low and moderate income homebuyers.	In FY 2015 it is anticipated that the Fairfax County First-Time Homebuyers Program will facilitate home purchases by 40 first-time homebuyers. The First-Time Homebuyers Program will affirmatively market to households coming out of the Housing Continuum. See Lines 300, 401 and 402.
401			Homeownership Division: Focus on Compliance: Develop and implement procedures for the expiration of some restrictions on ADU units with 15 covenants and convey to owners procedures regarding first resale during the extended control period. Monitor refinancing of ADU units by owners.	Continuing through 2021 staff will facilitate ADU owners whose 15 year covenants with certain restrictions regarding occupancy requirements and price controls at resale expire. Staff will facilitate owners during the extended control period with the first sale offering of the unit in accordance with 2-812(5) of the ADU Zoning Ordinance. In FY 2015, it is estimated that staff will assist as many as 77 ADU owners.
402			FHA/VHDA Financing Issue: Work with federal and state-level partners to resolve the issues related to the financing of ADUs.	In FY 2015, staff will continue to work with the Office of the County Attorney to seek a waiver at the federal level to allow ADU buyers to utilize FHA financing.
403			Housing Choice Voucher Homeownership Program: Provides 25 Housing Choice Vouchers (HCV) to move HCV participants to homeownership.	Continue to market to and serve HCV participants and move them toward homeownership and greater self-sufficiency focusing on families currently in the Family Self-Sufficiency Program.
404	WORKFORCE		Workforce Housing: Implementation of the county's workforce housing policy in coordination with the Department of Planning and Zoning.	See Line 102.
405			Moderate Income Direct Sales (MIDS) Program: Administration of purchases and re-sales of MIDS units to first-time homebuyers and qualified non-profits. Ongoing program compliance.	Ongoing; certain MIDS units may be made available for sale to qualified non-profit organizations.
406			Language access for homeownership clients	In FY 2015, program brochures will continue to be provided to homeownership clients in a variety of languages and certain classes will be conducted with interpreters. In addition, staff will work to develop new partnerships to provide orientation and application sessions in additional languages.

STRATEGY: Homeownership

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
407			Relocation Program: Technical assistance for the development community and citizens on tenant relocation issues.	In FY 2015, staff will continue to provide technical assistance for programs using federal funds under the requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 as amended (URA) and Section 104(d) of the Housing and Community Development Act of 1974; Fairfax County Voluntary Relocation Guidelines; and the Code of Fairfax County and the Code of Virginia as they pertain to Condominium conversion projects.
408			Compliance Monitoring and Counseling: Aggressive monitoring of ADU purchasers to ensure continued compliance with covenants, particularly with respect to refinancing.	See Line 401.

STRATEGY:

Family Self-Sufficiency

GOAL:

To facilitate the self-sufficiency of FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies





Connecting People & Places

TRENDS

- In spite of the slow pace of the economic recovery, Fairfax County remained one of the highest cost areas for housing in the nation in 2013. Over the last decade, Fairfax County has experienced unprecedented increases in the cost of for-sale housing and a significant loss of affordable rental housing. The more recent decrease in housing prices may have relieved some of the pressure in the sales market; however, tighter credit standards, a continued reasonably healthy job market and above average housing prices compared to the rest of the country continue to make Fairfax County a profoundly challenging housing market for low- and moderate-income working households. This is particularly true for new entrants into the housing market who are coming to pursue new jobs in Fairfax County. (HCD)
- There were an estimated 64,600 persons living below the poverty level in 2012 – a decrease of approximately 9,000 from 2011 but an increase of almost 2,500 over 2010. (Census Bureau data)
- In Fairfax County, the National Low Income Housing Coalition *Out of Reach 2013* report found that the annual salary needed to afford a two-bedroom apartment at the FMR of \$1,412 was \$56,480 – approximately 53 percent of the Area Median Income for a family of four. According to the report, a minimum wage earner would have to work nearly four full-time jobs to afford a two-bedroom unit at the FMR in Fairfax County. (*Out of Reach 2013*; National Low Income Housing Coalition)
- According to the 2012 US Census Bureau American Community Survey, there were an estimated 72,766 households in Fairfax County earning less than \$50,000 per year, or about 47 percent of the area median income for a family of four of \$107,096. (Census Bureau data)
- "...the fact remains that employers will need to address – sooner than later – a broad array of issues surrounding our aging workforce, including handling different expectations among older and younger workers, changes in benefits packages, succession planning, physical changes in the workspace and developing new products." (Gerald L. Gordon, PH.D., President and CEO, Fairfax County Economic Development Authority, Fairfax County Economic Development Authority press release, 9/13/12)

STRATEGY:

Family Self-Sufficiency: *Foster an environment that encourages residents of FCRHA properties to move toward self-sufficiency.*

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
500	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		HCD PROGRESS Center: The PROGRESS Center will have a significant role in promoting economic growth and self-sufficiency among FCRHA program participants. The PROGRESS Center will facilitate self-sufficiency partnerships with a variety of organizations such as SkillSource and YouthBuild. Particular emphasis on facilitating employment and training opportunities to FCRHA residents under Section 3 requirements.	The PROGRESS Center will assist FCRHA contractors in meeting their obligations under Section 3 to provide employment opportunities to FCRHA residents, and will administer all required reporting to HUD. The PROGRESS Center will also play an important role in the establishment of the Housing Continuum through its work in facilitating self-sufficiency services for residents. See also Line 501.
501	WORKING FAMILIES		Family Self-Sufficiency Program: Incorporate as part of PROGRESS Center.	Ongoing in FY 2015 under the management of the PROGRESS Center. Capacity to serve 50 participants from Public Housing and at least 75 participants from Housing Choice Voucher program. Will promote linkage to homeownership. See also Line 500.

STRATEGY:

Meeting Future Affordable Housing Needs Through New Production

GOAL:

To commit to strategic and innovative solutions for meeting changing community needs by providing new affordable housing.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces




Connecting People & Places

TRENDS

- Based on job growth and housing data prepared by the Center for Regional Analysis at George Mason University, and assuming that 16 percent of new workers will be housed in the county as well as the cities of Fairfax and Falls Church, it is estimated that Fairfax County will need approximately 83,829 net new housing units by 2032. (Housing the Region's Future Workforce 2012-2032; George Mason University Center for Regional Analysis; December, 2013)
- As of the end of FY 2013, approximately 3,852 Workforce Dwelling Units (WDUs) had been committed by developers via approved rezoning actions. A total of 61 rental workforce units had been constructed as of the end of FY 2013. (HCD)
- At the end of FY 2013, a total of 16 Tysons re-zoning applications had been approved by the Board of Supervisors which encompasses 2700 workforce housing units. There are twelve (12) Tysons cases currently under review which, if approved, would result in an additional 1800 units. The start of the workforce housing units coming on line in Tysons will be FY 2014/FY 2015. In addition to Tysons, there are workforce units coming on line in other areas of the county, such as Merrifield and Reston. A total of 3852 units have been committed countywide. (HCD)
- "Affordable housing will be a vital - and viable - element in the success of a redeveloped Tysons Corner, developers and business leaders said at a Tysons Workforce Housing Summit Dec. 3 at the Capital One building in Tysons. 'It works,' said Thomas Bozzuto, CEO of the Bozzuto Group. 'The cost imposed by the requirement to include workforce housing is exceeded by the benefit of higher [development] density. One can do workforce housing and still have a very viable project.' The summit, hosted by the Board of Supervisors and the ULI Terwilliger Center for Workforce Housing, featured a discussion moderated by former U.S. Housing and Urban Development Secretary Henry Cisneros." (SunGazette Newspapers; Tuesday, December 7, 2010)
- On June 22, 2010, the Fairfax County Board of Supervisors adopted an amendment to its land use Comprehensive Plan that will guide the transformation of Tysons Corner into a walkable, green urban center by 2050. In total, 20 percent of new residential units must be set aside as work force or affordable housing. This housing will be made available to households earning between 50 to 120 percent of the area median income. The Board also included in the Plan an historic provision that will generate \$3.00 per square foot up-front contribution for affordable/workforce housing from non-residential developments (or \$0.25 per-square foot annually) – ground-floor retail exempted. (HCD)

STRATEGY: Meeting Future Affordable Housing Needs Through New Production

Estimated FY 2015 Investment: \$6,945,000 (Non-County funds: \$670,000)

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
600	WORKFORCE		Workforce Housing: Facilitate the development and preservation of workforce housing that is affordable to families with a range of low and moderate incomes. The FCRHA will take an active advocacy and educational role in promoting workforce housing and will work jointly with the Planning Commission.	In FY 2015, the FCRHA will focus on supporting private-sector production of new housing to meet the needs of Fairfax County's growing workforce, in conjunction with the implementation of the Board's Workforce Housing policy. Workforce units also may play an important role in providing an affordable option for households exiting the FCRHA's Housing Continuum. It is anticipated that as many as approximately 100 units of Workforce Housing will be delivered by developers in FY 2015. See Lines 100, 101 and 102.
601	WORKING FAMILIES WORKFORCE		The Residences at North Hill Park: Development of 33 FCRHA-owned acres known as "North Hill". Eleven acres will accommodate approximately 67 units of manufactured housing; work with the Fairfax County Park Authority to create a passive community park on portions of the remaining land directly north of the new community. A total of 30 percent of the units will be rentals for those with incomes at or below 30 percent of AMI. An unsolicited proposal for the site, submitted under the Virginia Public-Private Educational Facilities Infrastructure Act (PPEA) was received from a private developer and is under consideration through the Fairfax County Department of Purchasing and Supply Management. (Mount Vernon District)	An unsolicited PPEA was received in FY 2012 and subsequently accepted by the county's Department of Purchasing and Supply Management for further consideration by the county PPEA Team as of the end of FY 2013. A "Request for Competitive Proposals" was issued and competitive proposals were received and under consideration at the end of FY 2013. Decisions are expected in FY 2014.
602	WORKFORCE		The Residences at Government Center: Development of 270 units of affordable/workforce housing on the campus of the Fairfax County Government Center. "The Residences at the Government Center" will have incomes ranging from 50 percent to 60 percent of AMI. (Braddock District)	Rezoning and site plans have been finalized and approved; construction is pending final financing.
603			Affordable Housing Partnership Program: See line 101.	See line 101.
604	HOMELESSNESS WORKING FAMILIES		Community Housing Development Organization (CHDO) Set-Aside: A portion of Fairfax County's HOME funds are set aside to assist CHDOs in developing/acquiring/preserving affordable housing.	In FY 2015, the FCRHA will continue to support the CHDOs and other non-profits via this set-aside program.
605	SPECIAL NEEDS WORKING FAMILIES WORKFORCE		West Ox Road: Development of affordable housing on county-owned land. (Sully District)	In planning.

STRATEGY: Meeting Future Affordable Housing Needs Through New Production

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
606	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		County-owned Land and Facilities for Affordable Housing: Encourage public/private partnerships to develop workforce/affordable housing on surplus or underutilized county-owned land and facilities, particularly for special needs populations.	Ongoing. Per the FY 2015 Housing Blueprint, HCD will work to develop opportunities for the creation of additional affordable housing on county-owned land.
607	HOMELESSNESS WORKING FAMILIES		Proffers from Private Developers: HCD will assist the Department of Planning and Zoning in facilitating affordable/workforce housing-related contributions from private developers via the rezoning process.	Ongoing.
608	HOMELESSNESS WORKFORCE		Residential Studio Units/Affordable Efficiencies: Identify opportunities to encourage increased development of affordable efficiency apartments, particularly as part of revitalization efforts.	Ongoing.
609	SPECIAL NEEDS		Partnerships with Private Developers: Seek private sector partnerships with organizations such as HomeAid to achieve cost savings in projects serving homeless populations. Identify opportunities for housing development by the faith community.	Ongoing.
610			Construction Management: Continue utilization of the Department of Public Works and Environmental Services (DPWES) construction management resources, particularly for county-funded projects.	It is anticipated that HCD will continue and expand its use of DPWES construction services in FY 2015 and beyond for county-funded projects. The FCRHA has the option to use DPWES for its capital construction projects. See also Line 204.

STRATEGY: Meeting Future Affordable Housing Needs Through New Production

SP Line	BLUEPRINT GOALS	MTW Activity	Description of Current Projects	Anticipated Outcomes in FY 2015
611	WORKFORCE		Workforce Housing: Tysons Corner and Wiehle Avenue: Work with Department of Planning and Zoning to facilitate delivery of affordable and workforce housing units in these areas, per Comprehensive Plan and negotiated proffers.	Ongoing.
612	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE		Contributions by Non-Residential Developers: Assist the Department of Planning and Zoning in developing a countywide policy concerning monetary contributions for affordable/workforce housing by developers of non-residential projects.	It is anticipated that the Board of Supervisors will consider a policy proposal in FY 2015.
613	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		Tax Exemption/Housing for Extremely Low-Income Housing: Explore options for providing tax exemption for non-profit developers providing affordable housing to households earning extremely low incomes (30 percent of AMI and below).	In FY 2015, HCD will work with the Office of the County Attorney and the Department of Tax Administration to explore tax exemption options within existing legislative authority.

STRATEGY:

Community Engagement

GOAL:

To give citizens a sense of ownership in policies and programs through open and two-way communication of ideas and information about housing and revitalization challenges and opportunities.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Creating a Culture of Engagement

SP Line	Description of Current Projects	Anticipated Outcomes in FY 2015
701	Multi-lingual access: Improve language access across agency programs via phone, internet and kiosk.	
702	Public Participation: FCRHA will ensure a coherent public participation process that promotes public ownership of its policies and practices.	
703	Supervisor Town Meetings: FCRHA Commissioner attendance at Supervisor Town Meetings. HCD attendance upon request.	
704	Newsletters: Continue to produce and distribute informational newsletters.	
705	Strategic Communications: With the guidance and assistance of the county's Office of Public Affairs, HCD will use a variety of creative techniques to market, promote, announce and celebrate FCRHA projects and programs. Use of e-ffordable.org to inform the public about affordable housing issues and initiatives in Fairfax County. See also Line 813.	
706	Reporting on use of County funds: HCD will continue to account for and provide information about the status of county investments in affordable housing, including those identified in the FY 2015 Housing Blueprint.	
707	Non-profit Dialogues and partnerships: HCD will continue to hold quarterly meetings with its non-profit partners. Continue to promote partnerships with non-profit and community-based organizations; provide education/outreach on the work of the FCRHA and affordable housing in general.	

STRATEGY:

Administration and Management

GOAL 1 (of 3):

To assure the continued excellent reputation of the FCRHA through fiscally responsible policies, sound business practices, and well-maintained properties that meet the high community standards of Fairfax County.

County-wide Vision Elements that Apply



Maintaining Safe & Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of Engagement



Corporate Stewardship

SP Line	Description of Current Projects	Anticipated Outcomes in FY 2015
800	HCD Transformative Efforts: Change management for implementation of multiple new initiatives and reorganization simultaneous with anticipated retirements at key positions.	
801	Set aside for housing emergencies and opportunities: Such as sewer and major system failures on FCRHA properties. Staff will work to identify opportunities to increase this pool.	
803	Project Selection and Leveraging: Undertake projects that have been thoroughly analyzed, display a well-defined need and demonstrate reasonable risk. Undertake projects that will maximize leverage and encourage public-private partnerships.	
804	Maximizing Organizational Effectiveness: HCD will continue assessing the existing organizational structure to determine ways to maximize efficiency, cluster talents and expertise, and reflect the FCRHA strategic plan, HCD vision, and the Housing Blueprint.	
805	Management and Maintenance of FCRHA-owned Housing: Continue high standards for management and maintenance of FCRHA housing. HCD/FCRHA will continue to strive for the highest ratings from HUD and others.	
806	Human Capital Development: HCD strives to further career development and professionalism among its employees and will continue to promote semi-annual professional development days, recognition, mentoring and policies related to promotional opportunities.	
807	Administrative Systems and GIS: Explore adding new systems, upgrades or replacement of obsolete systems to increase administrative efficiency. Utilize GIS in programs and data analysis.	
808	Internal Process Reviews: HCD/FCRHA will continually assess procedures to ensure a series of decision points before major projects are undertaken.	
809	Fiscal Strength and Stability: HCD/FCRHA will explore opportunities to sustain Public Housing stock, maximize revenues from assets and retain a strong and stable financial position.	

STRATEGY:

Administration and Management

GOAL 2 (of 3):

To support the quality work and professionalism of the HCD staff to assure highly effective programs.

GOAL 3 (of 3):

To incorporate and maintain up-to-date Information Technology solutions in FCRHA/HCD business and communication functions.

County-wide Vision Elements that Apply

-  Maintaining Safe and Caring Communities
-  Building Livable Spaces
-  Maintaining Healthy Economies
-  Connecting People & Places
-  Creating a Culture of Engagement
-  Corporate Stewardship

SP Line	Description of Current Projects	Anticipated Outcomes in FY 2015
811	Staff Communication: Seek ways to use technology to further improve staff communication.	
812	Yardi System: Ongoing enhancements to the Yardi software system, a housing management information system which integrates financial data, tenant data and property management data into a single system.	
813	Media Relations/Public Affairs: Continue realignment of FCRHA strategic communications in partnership with the county's Office of Public Affairs. Continue same-day response to all media calls, with an attempt to respond to most calls within one hour of receipt of message.	
814	FCRHA Information Items: Continue to provide information items on FCRHA agendas on a regular basis to inform FCRHA members of staff activities and transactions.	
815	Messages from the Director: Send out "Messages from the Director" via e-mail to keep commissioners informed between meetings.	
816	FCRHA Meetings with other Boards, Authorities, and Commissions: Joint meetings between the FCRHA and Planning Commission, Human Services Council, CCFAC, Resident Advisory Council, CSB, DSB, and the Long-Term Care Coordinating Council as needed.	
817	Board of Supervisors: Briefing to Board of Supervisors at Board Housing Committee Meetings as needed.	